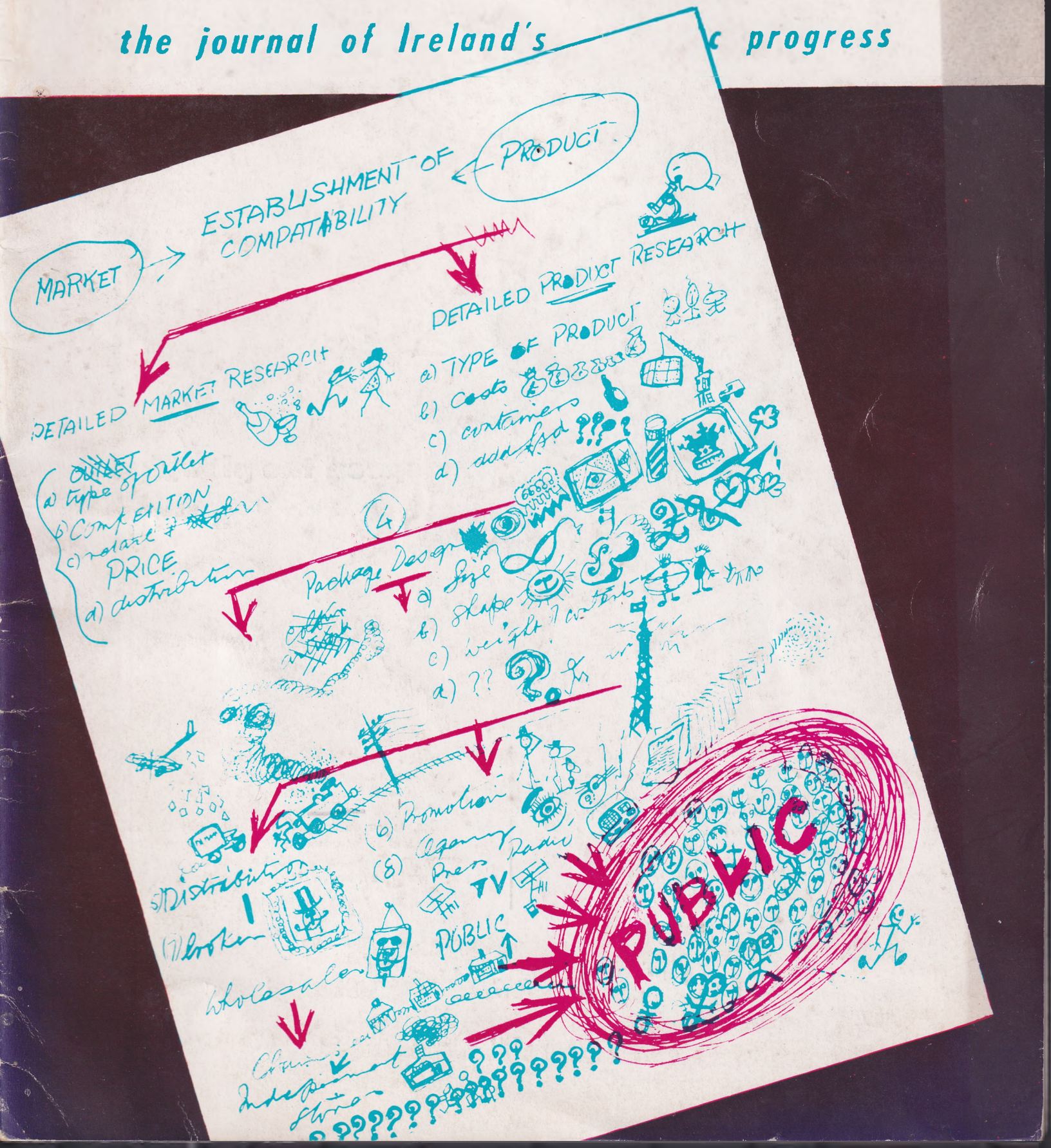
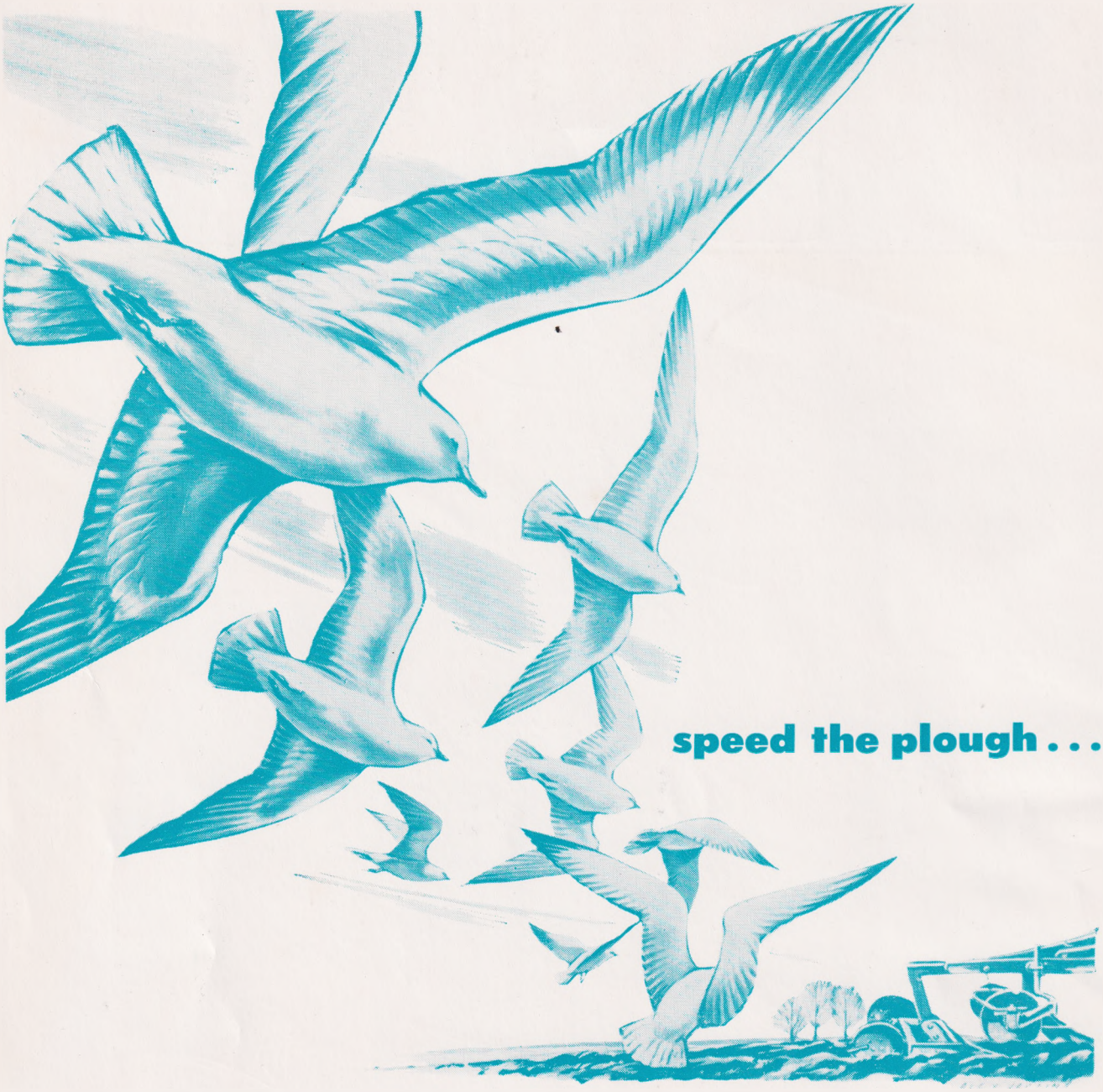
No. 21
1960
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DEVELOPMENT

the journal of Ireland's *progress*





speed the plough . . .

IT is not really so long ago that power farming and pneumatic farm tyres were the exception rather than the rule. Iron wheels or wooden ones shod with metal clattered along the lanes or were pulled patiently through mud and mire. The pace was slow, the work hard . . . for man and beast.

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DEVELOPMENT

agriculture and industry

No. 21, 1960

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The Journal of Ireland's Economic Progress

Front cover design by Meredith Brosnan. Photograph of Mr. James Dillon by courtesy of the "Irish Independent"; of Dun Laoghaire by Bord Failte; of Boland's factory by courtesy of the "Architectural Review." Diagram on page 12 by courtesy of Coras Trachtala.

Tiredness and thirst go together. How quickly they go after a Guinness!



GD 48c

DEVELOPMENT
agriculture and industry

the journal of Ireland's economic progress

Development Publications Ltd.
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Dublin 62913-4

No. 21, 1960

Directors
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Gathering momentum

NOW NO ONE can deny it; Ireland's economic progress is really starting to move forward with a new vigour. And if half the projects now planned come up to expectations, this country is going to experience a tremendous change in the next few years.

The Sugar Company's announced intention of leading the world with the first " accelerated freeze dry " commercial-scale plant, to process fruit and vegetables for export, could develop into an instrument to transform Irish agriculture.

But it is the industrial side, of course, which is making the news to-day. Much of it, such as the chocolate-crumb, confectionery and cheese industries, are agriculture-based. There is even a move by the creamery milk suppliers to link up with a food processing concern.

At Shannon the Free Airport Industrial zone is getting into its stride. Developments there appear to be going ahead even faster than most people expected. The dream of a new township in the West, designed for the needs and standards of " post-1960 ", is already in the planning stages.

Messrs. Fords of Cork have again been active in the export trade (500 cars a month), and Irish-made shoes have been promoted successfully in the American market. Reflecting perhaps the broader recognition of the possibilities in this field, a new factory of Irish Shoe Supplies Ltd. has been opened at Belturbet.

Bush Radio Ltd., and Gouldings Ltd., have both announced big-scale extensions to their plants, and another German enterprise, Steinbocks, is manufacturing mechanical handling equipment in Galway.

In the North the giant new Du Pont synthetic rubber works has started operating, giving new life to the depressed city of Derry.

These are only some of the developments of the last few weeks. They indicate unmistakably a heightened pitch of activity, and the tempo is increasing.

Progress on the shipping front also seems nearer achievement. The National Shippers Committee has officially come into being, and even the vexed question of the container traffic is reported to be almost resolved.

Our front cover this month may give rise to some puzzlement. It is based on the doodled working-out of a problem: the birth of a new export product. Next month's issue will carry the full story: how Goodbody's soda-bread mix was conceived and designed to be a good seller in the American and British markets.

Next month also we plan to publish a guide to Ireland's air services, showing the international air links with this country and the first effects of jet connections.

QUESTION AND ANSWER INTERVIEW NO. 21

W. D. Fraser

President,
Irish Exporters' Association

State incentives to new exporters are fabulous : there is an infinity of possibilities open to all of us : any number of Irish manufacturers can come into the export trade. Why don't more of them get active?

Would you agree that the Government of this country has gone to extremes in order to encourage manufacturers to go into the export trade ?

I don't know about " extremes ", but the present Government has certainly offered very attractive incentives to exporters. And they are getting results. The remarkable increase in exports of Irish manufactures — 40 per cent. in two years — is evidence enough to this effect. But I believe we are only at the beginning of a much greater increase in Irish exports.

The forty per cent. increase sounds terrific, but is it, after all, anything to start cheering about ? It was so pathetically small to begin with that any substantial overseas selling would be bound to register well, percentage wise. But what I was getting at is this : where else in the world, that you know of, are manufacturers offered freedom from taxation for their profits from export sales ?

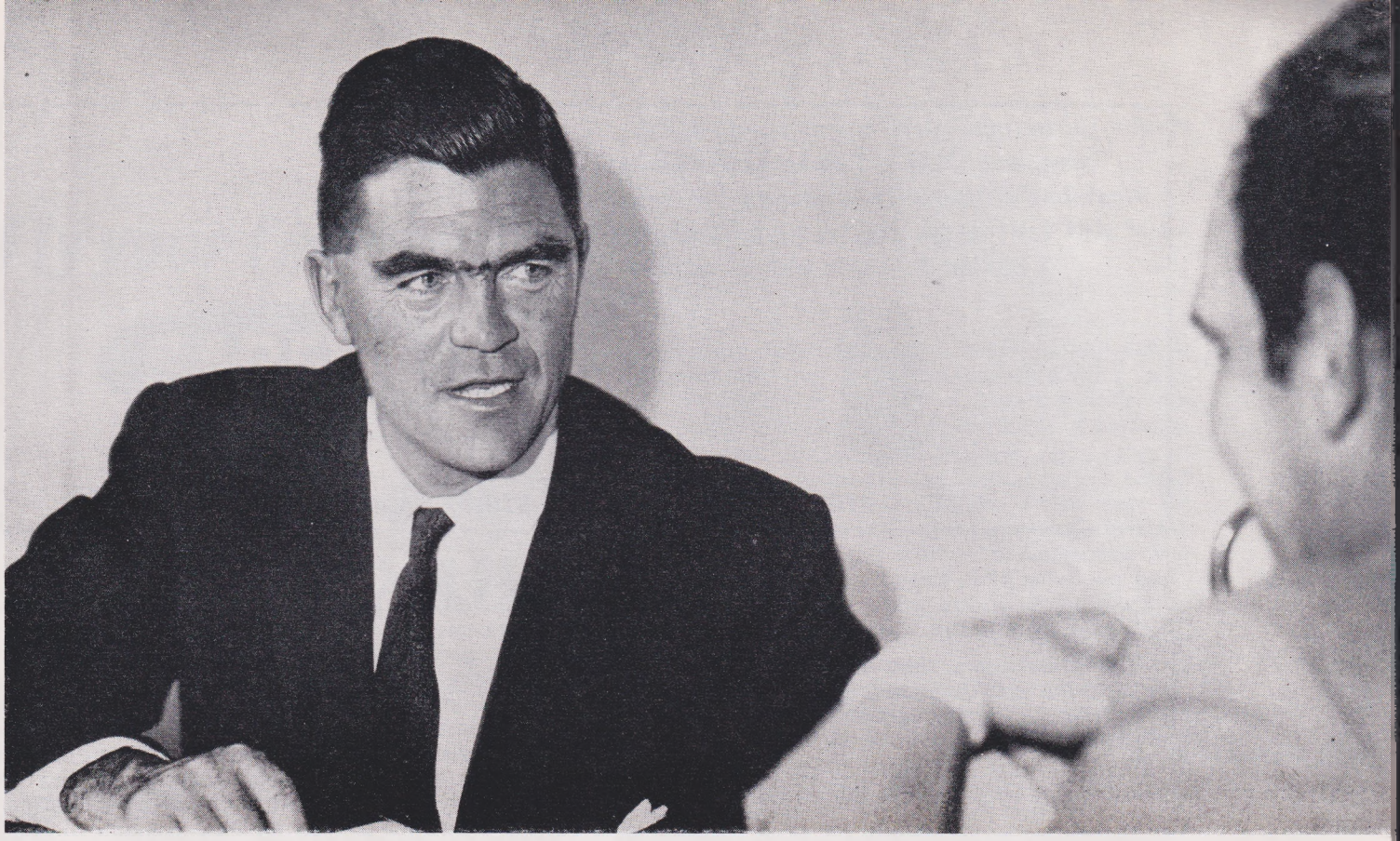
All our competitor countries are trying to promote their exports. Most of them make special conditions and exceptions for the successful exporter. They don't do it so overtly, perhaps, but they all have ways and means of encouraging manufacturers to sell abroad. It's impossible to say which government is offering the most because these things are not usually published, but I'd say that our own Government is taking a pretty broad and enlightened view at the present. They recognise the vital place which exports play in the country's economy, and they are prepared to go to unusual lengths to assist the exporter.

To the extent that they make him a specially privileged person with a dispensation from taxes for the profits which he makes from selling Irish-made goods overseas ? This is what it all boils down to, isn't it ?

It's perfectly sound economic sense. Everyone will benefit from it. The more we manufacture for export the higher will our standard of living rise. Production consumed on the home market is lost. Selling our produce abroad brings money in. It is " found " money. And we can find a great deal more of it if we only try.

But how, do you think, can we get more people to try ? How can we stimulate more manufacturers to make really energetic and intelligent efforts at export-selling ? You've already more or less admitted that the State-supplied incentives are there and that they are fabulous, then why is it that more firms don't take advantage of them ?

I suppose, once again, it is a matter of education. The Irish Exporters' Association is trying to do it. So is Coras Trachtala, of course. The Taoiseach and the Minister for Industry and Commerce have long been insisting on it as a basic point in their policy : we must all get more export-conscious.



But what's to be done about those manufacturers who don't react, who apparently can't be bothered with exports (because they are doing well enough as it is with a protected home market) — what can be done about them? Do you think it's time that some sort of pressure were applied to them?

I don't like that word "pressure". I stick to "education", and I think it's needed at all levels —the industrialists, the executives, the Trades Unions, the civil servants, the public in general. We all need to understand far better than we do where our bread and butter—and jam— is coming from, and what we have to do to ensure that it keeps on coming. Much more needs to be known about the "three R's" of practical business: Rights, Responsibilities and Rewards.

The middle "R"—the connecting one—is the least appreciated. I believe it's true that in Japan they have a very effective way of making manufacturers conscious of their responsibilities. If any Japanese exporter "lets the side down" by sending out sub-standard goods or failing to keep to his commitments he is liable, under civil law, to imprisonment and various forms of social degradation.

That's a very interesting point fundamentally. I wouldn't necessarily go as far as the Japanese, but I think that it's a matter which the Exporters' Association must take up. We must set high standards and stick to them. Firms which are starting to export must be taught the importance of keeping to agreed delivery dates, and we must have quality control. Again, it is primarily a matter of education, and the Association should be in a position to maintain high standards throughout.

The Exporters' Association is developing into a pretty effective body, I'm told. You're building up membership and you're successfully putting across the basic principles of marketing.

Thank you. We are, of course, still a very young organisation and I hope you'll be hearing a lot more from us in the future. But there's definitely much more support for it, and there is increasing originality. There's less of this "copy-catting" which has happened too often in the past, where as soon as one man has opened up an export market for a product half-a-dozen others try to get in on it as well. It's beginning to be understood that there is an infinity of possibilities open to all of us, and that any number of manufacturers can come into the export trade.

They can — if they will turn out a product designed for a specific export market.

Which is the very point that too few recognise. We are in an ideal position to turn out specialist products for the smaller markets. We have a definite advantage over the world's giant industries in this respect. It's not economic for them to manufacture on a "short-run" basis. They have to mass-produce. We can give our goods more hand-tailoring, so to speak. We can provide the smaller foreign markets with the exact goods they require. But before we do that we have to go and

"I think 'Buy Irish' is the wrong theme. Our attitude should be 'SELL Irish' — confidently and aggressively."

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the loudest noise is the
ticking of the clock'

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find out what it is they want. In many cases it doesn't matter if our product is a bit more pricey. If it suits them better they'll buy it.

> *It sounds very simple, but we're back again to the old question: how do we get Irish firms sufficiently adventurous-minded so that they'll make a real bid at overseas selling?*

I thought that this was one of the jobs which *Development* magazine set out to do?

> *Well, I'm only asking for your — and any one's else's — suggestions on how to do it more effectively, how to bring Ireland into better contact with the outside world.*

I think the theme to-day should not be "Buy Irish". *"Sell Irish"* is the approach that's wanted. We all need to be much more strongly and confidently aware of the fact that this country has unique advantages and attractions, that we do produce some first-class goods and that there are very great opportunities here. We're inclined to be too apologetic and shame-faced about everything that goes on here — or just plain apathetic. Just recently two members of the Irish Junior Chamber of Commerce went off to Stockholm. They went off with the idea of selling Ireland, aggressively and unashamedly — to break down the barrier of ignorance about this country which exists abroad.

> *It's certainly the right spirit. They're also trying to make Shannon the headquarters of the Junior Chamber of Commerce International, which I think is an excellent idea. The half-way house between the U.S.A. and Europe; it's perfect for it. But while we can*

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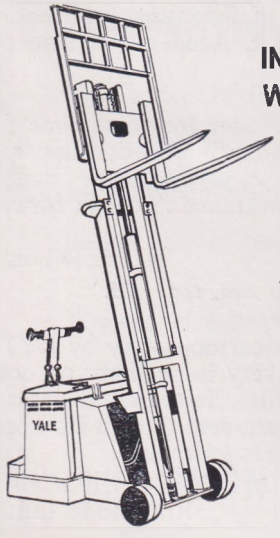
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BLACKWOOD HODGE
Associated Companies Branches Works
& Agencies throughout the World

What about those Irish Companies which are associates of big U.K. concerns and are consequently prohibited from exporting — do you agree that this is an insupportable state of affairs?

> *point to a few cases in which young people are showing enterprise and vitality, I can't see much in the way of inspiring leadership coming from the senior members of industry.*

I suppose it's the result of thirty years or so of protectionism, neutrality and insularity. It's bound to have had its effects. Did you know that there are several *ex*-presidents of the Exporters' Associations and other similar sorts of organisations who are all still under forty years old?

> *Yes, it certainly suggests that there's a job of re-conversion to be done on the more senior members, to get them to play a more active part and really live up to their responsibilities. But there are a couple of other points I wanted to ask you. You were an active member of the Agricultural Marketing Committee. We all had great hopes that this body was going to start things moving in a big way. What's happened to it?*

It did start things moving. And they are coming along, I'm sure of that. The Agricultural Marketing Committee did a first-class job during its investigations in introducing new ideas to the representatives of the farming interests. Already some far-reaching decisions have been made, and the Government is currently preparing measures which I hope will bring about a big improvement.

> *About the Sugar Company's new project for the freeze-drying of fruit and vegetables: what's your reaction to that?*

I think it's tremendously interesting. It's one of the brightest lights on the country's economic horizon.

> *And finally, here's a tricky one for you: a number of Irish companies, many of them very substantial, are subsidiaries or associates of very big UK concerns. They are consequently prohibited from exporting or are seriously limited in the markets which they are allowed to sell in. Do you agree that this is an insupportable state of affairs?*

I think that if there are cases in which these limitations are preventing the growth of the Irish company, they are very bad indeed. But I believe that in most cases the restrictions can be overcome by a proper presentation of the case.

> *Do you think the situation warrants Government intervention?*

I wouldn't like to see anything like that happen. Given enough enterprise and energy at this end—and plenty of the aggressive "Sell Irish" attitude—all such difficulties can be ironed out to everyone's satisfaction and advantage.

Correspondence

Getting around the world, but . . .

Is *Development* losing its jizz ? Is its initial momentum running down as it runs out of ideas ? I'm tired of fish and bovine TB. There are plenty more subjects and many successful enterprises which you haven't touched on yet.

You started something with your magazine which was very much needed. . . . Don't let us down now.

P. M. HAYES,
St. Stephen's Green, Dublin.

We're just around the corner from you so please call in sometime to re-charge us with jizz and ideas. Ed.

•

Congratulations on *Development*. I enjoy every line of it. Although I was raised in Ireland you are giving me an education on Irish economics. All I ever heard of in Ireland was partisan politics. Thank you, this is a refreshing experience.

On the question of Ireland's adverse balance of trade, would it be possible to list those imports which could be made in Ireland by local industry together with the monetary worth of these imports ? This publicity might stimulate native or foreign capital to produce them in Ireland. I am sure these major imports, in many cases, amount to a substantial sum. This should be an incentive to any business man. . . People are not motivated by idealism where their money is concerned. . . .

Again congratulations on your slick magazine. You are a credit to Ireland. Better warn you though that the boys on Madison Avenue will start robbing your staff unless you watch out !

Matthew J. McLoughlin
Brooklyn, 1,
New York.

Going through the list of imports, to see what we might have a go at manufacturing here, is the old formula which founded many an existing protected Irish industry. But it won't work any longer. With increasing world trade liberalisation the goods made here will have to be good enough in their own right to compete on overseas markets or they probably won't sell here on their own home ground.

But we would like to hear (and publish) suggestions for goods which we could make here and could sell in America.

The staff (secretary and office boy) gleefully note the warning about Madison Avenue . . . as you yourself said, " people are not motivated by idealism where their money, etc." Ed.

•

Sh-sh-SHANNON

Inquiriers in connection with the deepwater project above are thanked for their interest, urged to be patient and assured that Development is progressing.

S.O.S.
George O'Brien-Kennedy

Referred to by John Healy in "Boat Boom" (*Development* No. 20) : Please contact this office where some enquiries have been received which may interest you.

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WYMAN JONES,
Dallas, Texas.

•

. . . We are very interested in your journal and if you could let us have it . . . we should be much obliged.

PH. WOLF,
Skandinaviska Etuifabriken,
Malmö, Sweden.

•

The Institute of Scientific Information of the U.S.S.R. Academy of Sciences . . . ask you to send us . . . your publication *Development*. . . . Your journal will be studied carefully with the view of reviewing it in our Abstracts Journals . . .

Institute of Scientific Information,
the U.S.S.R. Academy of Sciences,
Moscow.

•

I have been a regular reader for some time . . . or rather, I would be if your publication appeared regularly . . . this erratic . . . perplexing . . . suggest prompt first of month appearance . . . look forward to . . .

H. M. (Kildare).

Looked forward to at this end, too. Ed.

•

I think the centre page cartoon story by KYT is so consistently good in every issue that you could export it to other journals. It seems at least as good as Feiffer in the *Observer*, though its appeal might be limited to business journals.

THOS. ROCHE,
Roadstone Ltd.,
Dublin.

P.S.—The Bank manager was the real goat's toe.

Kyt wants to know if he'll be eligible for Government grants and tax-free profits if he exports. Ed.



OPPORTUNITY IS KNOCKING ON YOUR DOOR

The newest Irish enterprise is preparing to make its impact on world markets. Factories on the industrial estate at Shannon Free Airport are commencing production. A constant flow of varied products from the tax free factories will soon be moving through all markets. Now is the time for Irish businessmen to investigate the potentialities of establishing an industry at Shannon.

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JAMES DILLON

IT IS NOT only in Africa that the wind of change is blowing. Gentle gusts are sweeping over 26 County Ireland also. To the leadership of Fine Gael, the main Opposition political party, has come the son of one of the outstanding leaders of the Irish Parliamentary Party which was swept away in 1918 by the fiery onrush of Sinn Fein, then the political arm of the physical force separatist party. Even after the severance of Sinn Fein, as a result of the attitudes taken to the 1922 settlement with Britain, neither of its two successors paid any public respect to the achievements of the Old Party men.

It was as if Irish history had begun in 1916. The exchange of a few shots with the British armed forces on a mountain road lent a glow of heroism which cast into insignificance the hard struggle over many arid years in bitter hard-core Imperialist times of the Land League campaigners (who were perhaps our only real revolutionaries of the last 150 years). All that was remembered was that "The Party" had turned on Parnell and an apocryphal legend about cheers in the British House of Commons for the announcement of executions. Few owned to regret that the "Old Party" with its high ideals and its unselfish standards had perished unwept, unhonoured and unsung. The exception was James Dillon.

When he was elected to Dail Eireann he took an early opportunity of proclaiming his "pietas"; of expressing his pride for the rock whence he was hewn. This was not the only refreshing thing about him. Oratory had been silenced by the gun-fire of the young men who took over after 1916. Even a mildly colourful phrase was suspect. Into a pedestrian tongue-tied commonplace Dail Eireann in 1932, soured and embittered on both sides of the House by the needless blood-letting of the Civil War, came this brilliant young Demosthenes. He was immune to the sneers and jeers of those who envied his gift of oratory. He scalded his opponents ruthlessly but was scarcely ever petty or personal: indeed he was often too kind to those who were unworthy of his steel.

The House — a temple of mediocrity — filled to hear him speak. He can be as eloquent on the topic of the "town-pump" as he is in illuminating great principles in debate. At his best he reminds his listeners of Edmund Burke — but alas! too often like Burke "pitying the plumage but forgetting the dying bird".

His eloquence is lit with humour. He uses the English language as a great virtuoso uses an instrument. But like Adlai Stevenson his mental agility is resented by those who lack it themselves (always a majority).

His great moment was when he openly declared himself against neutrality in the second World War. He was acting contrary to the policy of his Party and he resigned. He had what this generation seems to lack, the courage to express unpopular opinions. He was gibed at for not having gone to fight for the allied forces by those of his opponents who think that a shot from cover or the swagger of a Sam Browne belt surpasses in quality an act of great moral courage.

To leave one's party in Ireland for any reason, however high principled, generally spells political extinction. Not so with Dillon. His Party, to their credit, welcomed him back. He — the political scion of the house of John Dillon — is now the leader of one of the sections of the divided Sinn Fein. His potentiality is enormous but will it ever be fully realised? He is, perhaps more than anybody in the State, fully alive to the importance of our agriculture, and he worked hard for it during his terms of office as Minister for Agriculture in the Inter-Party Governments.

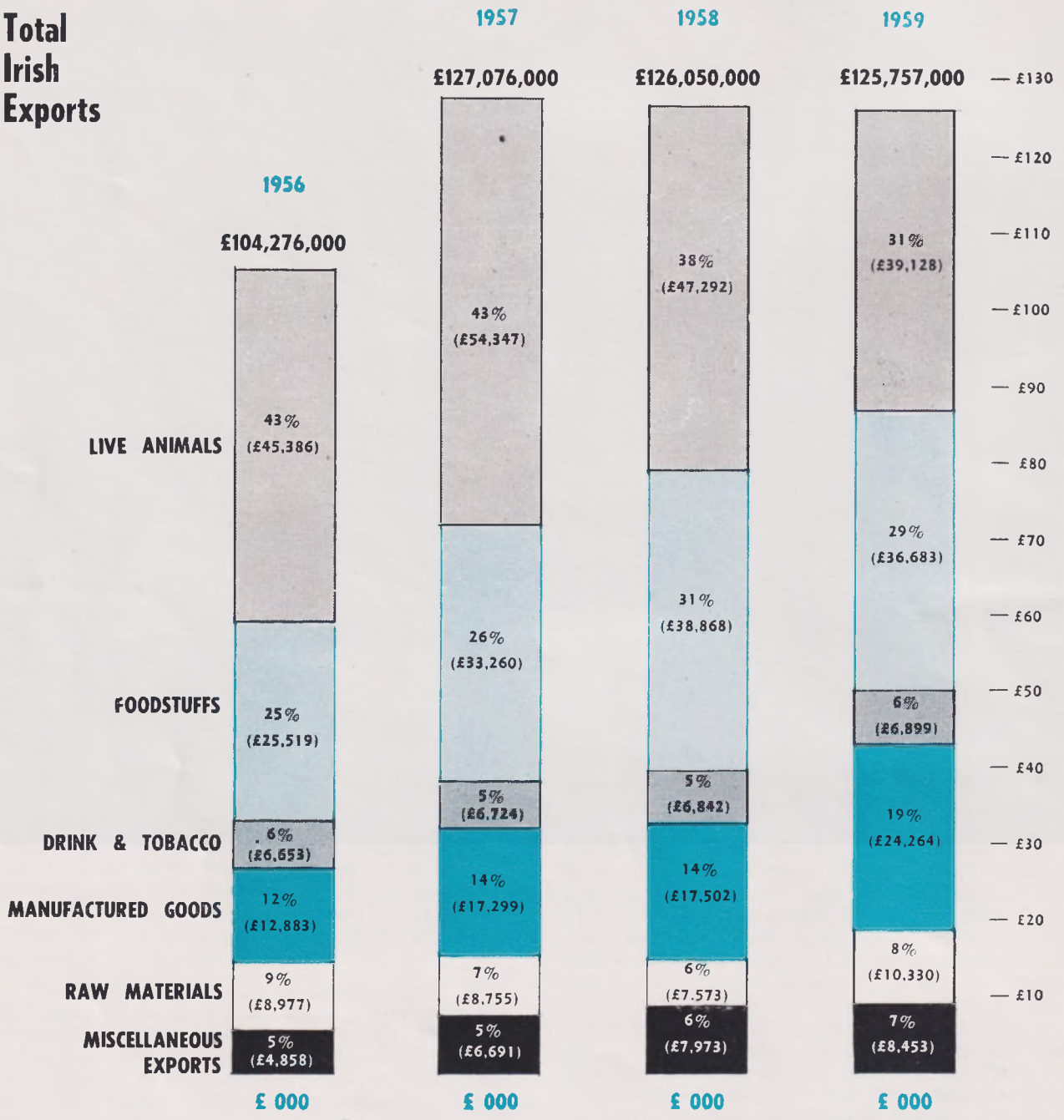
What Ireland now needs is a great moral leader who will restore our waning faith in democratic government; who will stamp on favouritism and nepotism; who will decisively end the era of slogans and catch-cries; pensions, "jobs for the boys" and bunk. He can get inspiration from his own forbears and also from those dead giants of the Party he leads, Kevin O'Higgins and Patrick Hogan.

He has the ability, the energy, the independence and the faith in his people; but is he sufficiently ruthless "to dwell apart" and incur the odium of the politicos and expediency men on all sides? If so he will lose many of his present political associates but he will gain the allegiance of the vast majority of the people. If only that great organ voice were to devote itself constantly to the exposure of all the meanness in our national life; if that brilliant tongue were only to lash out ceaselessly at those behind him as well as those before; if it were to expound, day-in day-out, that integrity and honour, like peace, are indivisible — and that Principle must always be preferred to Party — Dillon could be what he has the capacity to be: one of the greatest names in our history. If only...

NOEL HARTNETT



Don't look at this diagram



by courtesy Coras Trachtala

unless you also read this



STICKING OUT the figurative mile in the diagram opposite is the millimetre-slight decline which has been taking place in the total value of Irish exports during the past two years. This is a most disagreeable fact. It can, of course, be readily explained, but *not* excused.

Clearly the big drop in the value of live cattle exports in 1958 and 1959 is the chief cause of the decline. But, partly due to this falling-off of exports, we now have nearly a quarter of a million additional cattle in the country, worth (as stock in trade) perhaps an extra £10M, and potentially more as future exports.

The really striking advance recorded, however, was the relatively tremendous increase in the exports of manufactured goods (40% up on the 1958 figure). To track down the firms responsible for these additional £7M worth of trade (and congratulate them) is proving to be a tricky job of detection. In the Central Statistics Review, "machinery (except electric)" tops the list of increases in this field with a rise of over a million. But what sort of machinery and who made it and where it was sold are all questions without official answers.

One item catches the eye which provides a wry comment on this country's increasing prosperity: exports of second-hand cars showed an increase of more than half a million. But whether these are classified as "machinery exports" or "re-exports" it's hard to tell.

Only slightly less in value was the increase in exports of "metal, wrought or unwrought" which were also over the £½M mark. "Clothing" did remarkably well with an improvement of just a little less. "Petroleum products" at plus £440,000 (the 1958 figure was only £4,000), electrical machinery at plus £437,000, sugar and sugar preparations at plus £420,000 and footwear at plus £410,000 make up the rest of the categories showing the biggest increases.

Cement, at plus £320,000, almost doubled its exports, and "ores and concentrates", with the bulk of them no doubt coming from Avoca, put on another heavyweight overall increase of £706,000 (now worth nearly a million per annum).

What the accompanying diagram does not indicate is the very strong upward trend in Irish exports which started in September, 1959 and which has been kept up with extraordinary consistency ever since.

Here are the comparative figures:

1959-1960			1958-1959			
Sept.:	£12.4 M	:	Sept.:	£11.4 M	Increase:	£1.0 M
Oct.:	£12.4 M	:	Oct.:	£10.4 M		£2.0 M
Nov.:	£12.3 M	:	Nov.:	£10.9 M		£1.4 M
Dec.:	£11.9 M	:	Dec.:	£9.9 M		£2.0 M
Jan.:	£11.6 M	:	Jan.:	£9.2 M		£2.4 M
Feb.:	£11.2 M	:	Feb.:	£10.4 M		£0.8 M
Mar.:	£12.8 M	:	Mar.:	£10.6 M		£2.2 M
Apr.:	£10.2 M*	:	Apr.:	£9.9 M		£0.3 M
				Total increase in eight months:		£12.1 M

* Provisional

The average monthly increase is therefore some £1.5M. If this upward trend is maintained — and the indications are that it will rise more steeply in the months ahead — the next Export Diagram will look very different to the one reproduced here. Sticking out a mile will be the fact that Irish exports are on the way up.

Increased efficiency means increased security in the face of competition from abroad.

Increased productivity —

THE METHODS by which increased productivity was obtained in this Cork factory may be of general interest. About one hundred men and fifty girls are employed and the factory area covers about seven acres. We make paint, and the process of paint manufacture consists of mixing together powders and oils, grinding these through mills, and then tinting the resulting paint to the correct colour. Varnish manufacture is also carried on; this consists of melting resins under heat, adding hot oil, and cooking the mixture and subsequently allowing it to cool.

In 1957 it was decided to take steps to increase the efficiency and productivity of the factory. The reasons were :—

(a) it was clear that free trade or at least some reduction in tariffs was likely to occur before very long;

(b) we were anxious to enter the export trade which is extremely competitive as regards paint;

(c) the repeated appeals and warnings of Government Ministers had highlighted the need for prompt action.

Reasons

Probably the most important reason of all was the realization that it was a primary responsibility of management to ensure the continuity of the business, and maintain employment. This responsibility often meant decisions which at the time were unpopular, but it was a responsibility which could not be avoided. Management would have no excuse if at a later stage people came and asked " Why didn't you do something about it when you still could ? ". The threat was there — a cloud no bigger than a man's hand — but a threat to the security of the business and the employment of the workers and something had to be done.

It was decided to bring in consultants, as it was felt that this would be the quickest way to achieve results. Our own staff were too immersed in everyday duties to be able to give prolonged attention to planning new methods. It was also felt that the introduction of new methods from outside would be an advantage.

The consultants carried out a preliminary survey in July. This was considered and approved, and a resident consultant—a Scotsman—started work in November, 1957. The assignment was originally for eighteen months, but this was subsequently extended to twenty-three months.

Methods

The sequence in which the work was tackled was as follows :—

(a) informing labour;

(b) improving layout and flow;

(c) organisation structure and production planning;

(d) controls, costing, and budgeting.

It would be misleading to suggest that the workers and the Union welcomed the productivity plans with open arms. Equally well it would be wrong to say that it was opposed or obstructed. The fact was that everyone was highly suspicious of the operation. This applied not merely to the factory employees but also to the executives and staff. Nobody knew quite what was going to happen, but in spite of their suspicions, people were obviously prepared to try it out and see what happened.

. In the end things worked out quite satisfactorily, and it would probably be true to say that the employees are now better off. The factory is cleaner and better organised. A job evaluation system provides extra pay and opportunities for promotion. A five-day week is now being worked, giving a free Saturday. And, most important of all, the increased efficiency of the factory means increased security of employment in the face of competition from abroad.

We were not pressed to give a guarantee regarding redundancy, and we could not have done so anyway. Fortunately this problem never arose, even up to now. People were moved around to different jobs, but all were absorbed. At the time

No sign of redundancy, better wages and conditions all round — but more paperwork.

by C. Aliaga Kelly,
managing director,
Harringtons & Goodlass Wall

a case history from Cork

of writing more people are employed than was the case in 1957. This, of course, does not infer that redundancy would never occur, but the hard fact is that even two years after beginning the programme, redundancy has not yet arisen.

Following a detailed study of the layout of the factory, the consultants recommended important changes. It had been the procedure to have buffer stocks of raw materials kept in the vicinity of each machine, so that the machine operators could draw their requirements from close at hand. This arrangement was completely changed. A store was emptied out and then filled with all the factory raw materials, a small group was formed to weigh out the quantities required for each batch, and deliver these exact quantities to the machines. This new system gave far better control of valuable raw materials, and meant that the machine operators could carry on with their work without having to leave their machines to draw fresh supplies.

Results

The internal layout of machinery was also rearranged to give a better flow, and to provide easier loading. The general cleanliness and housekeeping of the factory was also given particular attention.

Consultants also prepared a plan showing the suggested development of the factory up to the year 1970, stage by stage. This was carefully worked out on the basis of expected sales, and was arranged so as to avoid dislocation of production at any time. This plan has already proved useful in enabling a new boiler house and switch room to be located in a position which we are satisfied will be fully suitable for other buildings which will be constructed in years to come.

Many small gadgets such as trollies, pipes and pumps were introduced by the consultants. None of these were expensive or complicated, but all helped to make production easier and quicker, and reduce the physical effort required.

A very detailed system of production control was introduced. This, of course meant a good deal of clerical work, but it did help to eliminate the more haphazard arrangements which previously existed. This more orderly approach to production was one of the mains aids to increased output, without any extra physical effort at all.

The organisation of the factory staff and supervisors was revised and responsibilities were clearly allocated.

To conclude the programme, systems of controls were introduced to check on waste, particularly of raw materials. We were amazed when we found out how much costly materials were being dumped. For example, a habit had been formed in the factory of using new empty-tins—of which we have thousands for all sorts of purposes, and then throwing them away. An investigation showed that this alone was costing hundreds of pounds per annum. It was quite easy to arrange for this sort of waste to stop.

To complete the consultants' work, a budget and costing system was recommended, and this is now just beginning to take effect.

Summing up, one could hope that the effect of this productivity drive from the customers point of view, which is probably the most important of all, should mean more efficient and reliable service from the factory. From the labour point of view, higher wages are now being earned. There are more opportunities for promotion. There is no work on Saturdays. The factory is cleaner and tidier, work is better planned, and the firm is established on more secure foundations.

and no regrets

From the management point of view a good deal of money has been spent. It has not been spent on new plant or new buildings, but in making better use of the buildings, the machinery and the people that were already there. The factory looks and feels different and there is an air of enterprise and of new ideas which is very refreshing. There is certainly more paper work, and more clerical work, but this is compensated for by better planning, and a more orderly approach to problems.

We have no regrets at all and feel that steps taken to increase productivity were only done just in time, but we can now face the future with reasonable confidence.

" We were amazed when we found out how much costly materials were being dumped."

—an

THATS A GREAT IDEA JACK, A GREAT IDEA



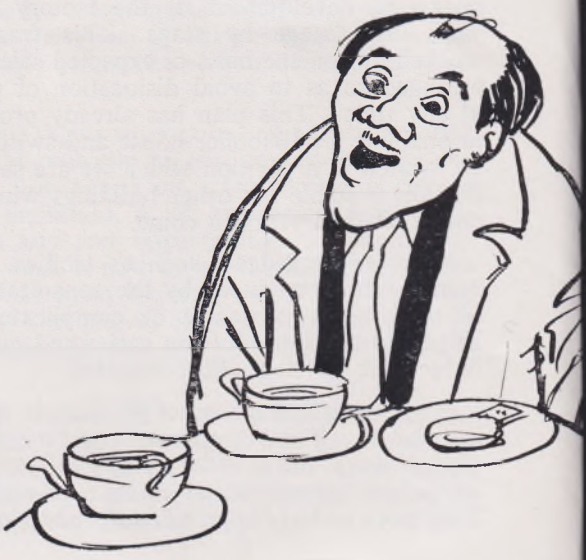
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AND WE GO 50-50 ON THE TAX-FREE PROFITS.



THERE'S ONLY ONE FINAL QUESTION WE'VE GOT TO DECIDE:-



enterprising open mind

AND WE CAN GET THE TECHNICIANS FROM GERMANY OR JAPAN OR SOMEWHERE

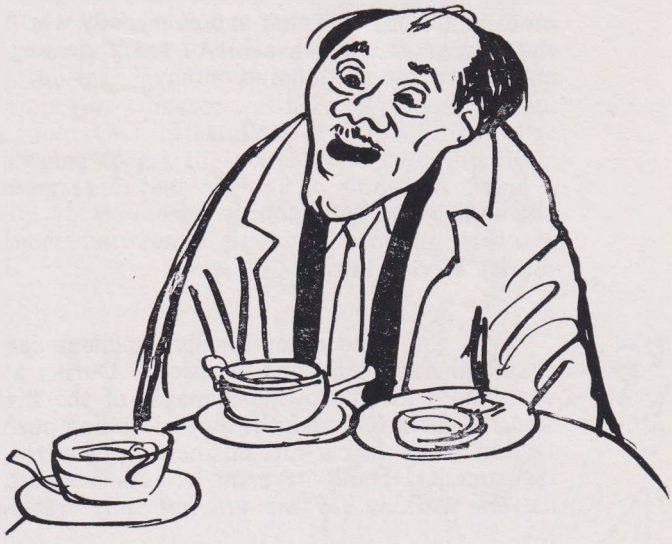


AND THE GOVERNMENT IS PROVIDING THE MONEY



WHAT WILL WE MANUFACTURE?







Mr. Casey comes

John Casey left Ireland thirty-two years ago. To-day he is General Training Supervisor of the vast Southwestern Bell Telephone Company of America. On a recent return visit (at home in the States he is engaged in training "top management executives") he noted that at some points a breakthrough to realism is happening at operational level in this "loved but luckless land".

DURING MY vacation I met many business men and women whose energy and skill in catering to the tourist trade gives the lie to those of their countrymen who view the future of the tourist trade with a jaundiced and gloomy eye. It was a pleasure to do business with these people but it was thrilling to hear them voice their views of the tourist trade and their plans to materialise their hopes.

There was a business man from whom I rented camera equipment. He said, "I have been trying to promote a basic approach to the tourist trade. We're not doing the tourist a favour by waiting on him, he is doing us a favour by choosing to come to Ireland instead of going to any one of a dozen other countries. If we don't recognise the favour he is doing us by giving him the best of service, we will lose our tourist trade. Apart from the fact that it's pleasant to have pleasant dealings with tourists, it also means more employment and more money for us, and God knows we need both. To me it is as simple as that and everybody who hurts the tourist trade with a bit of sharp dealing is a menace to our national economy."

He finds some very good

tourist service but . . .

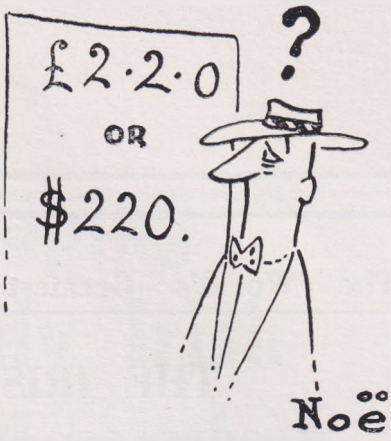
We got some exceptionally excellent car and chauffeur service on one occasion. During a conversation with the owner-manager of the firm he said, "I spent four months abroad finding out what I could about the car-hire business. It was the best investment I could have made. As a result, the drivers working for me are not only trained as drivers but are trained in all the ways that they can help the tourist.

"They must know the country and the items of interest on any road they may travel. They must know the towns through which they pass and the restaurant and hotel facilities in each town. They must realise that their job is to please our customers.

"I could put half a dozen more cars on the road if I had more trained drivers. But I prefer to turn down business than to turn customers over to a driver that might not give satisfaction. It's not that our people don't want to treat the tourist properly, they're naturally courteous and want to do their best, with very few exceptions. It's more that too many of them don't realise that driving a tourist around is more than just driving a car. I'm sorry to say that there are people in this business who are not giving their drivers the training and the supervision the job requires."

One day we purchased some tweeds. The salesman explained how each piece of tweed was

back to Erin



woven, the part of the country it came from and the origin of the pattern. It was a most interesting talk on tweeds. We were impressed to the point that we tripled the order we intended to place, thanked our salesman and complimented the owner of the establishment on the excellent service we had received.

The owner protested that the service was normal but admitted it was nice to hear a compliment. After some chit-chat back and forth he said, "I'll be honest with you, the service you got is the result of a lot of hard work and study. I spend all my time training our people to be good salesmen and to aim for a completely satisfied customer. In that way we build up goodwill and get a great deal of American trade through word-of-mouth advertising by our customers.

. . . 'tis hard to change some people . . .

"Let me tell you this, you won't get this kind of service everywhere, so don't be disappointed. A lot of us are trying hard to improve the salesmanship and the service we give our customers but it's hard to change some people."

I expressed interest in his programme for improving salesmanship and service and asked him what was being done.

"Not nearly enough," he said. "We have classes in salesmanship and classes to teach our people all about the materials they have to sell. We are trying to make our salesmen proud of their calling. If we can get our people to see that the future of our tourist and export trade doesn't depend on the so-called professions but on the salesman, we'd make real economic progress in this country."

He brought me to the front of his establishment and pointed out that all prices were printed in dollars as well as in pounds. "I've argued and begged more of our shopkeepers to print their prices in both currencies, but outside of people like myself they won't do it. It's something new and some of these fellows wouldn't do something new to save their souls."

A hotel manager spoke his mind on one occasion after being complimented on his dining room service. I had mentioned to him that our waiter, who was obviously young and unskilled, made up for his lack of skill with his anxiety to be of service and a natural courtesy. We had ordered a martini and our waiter inquired as to how we would like it mixed. Consequently he produced a martini that was perfect to our taste.

. . . and get them to understand . . .

The manager said "That is fine, I'm glad to hear you say that." After we had talked for a little while the manager continued: "I wish to heaven our Managing Director was here. I'd have you tell him about that little affair of the martini. I've been trying to get the people who own this hotel to understand that such little things as fixing a martini to the taste of the customer makes the difference between a first class and an ordinary hotel.



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Prize Fund Divided into Units of £120,000

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IRISH HOSPITALS' SWEEPSTAKES,
BALLSBRIDGE, DUBLIN



"Our service is improving ; our young men are no longer ashamed to be waiters and we're doing our best to train them.

"However, take the quality of our milk ; it isn't as good as a dairying country should produce. I've been trying to promote the idea that all our milk should be pasteurized and homogenized and should contain about four times the present minimum butter fat content. Our customers want that kind of milk, they're willing to pay for it and it would advertise the quality of our dairy products to our foreign clientele.

"I'd like to see nothing but coil spring mattresses in our hotel beds. Take our present practice of typing our menus. It's a waste of my typist's time, I'd like to purchase a small duplicating machine for all repetitive work.

. . . that they do have

fellow-creatures

"Do you realize that right here in Ireland there is a tremendous pool of employment possibilities in manufacturing the things we need to bring us up-to-date in the hotel business alone ? We're making progress but until we learn to chance our money in bringing ourselves up to a competitive level and in manufacturing the things we need to bring us to that level, the progress will be slow.

"Let me put it this way : sometimes I think we have a moral obligation to make changes when by so doing we give our people a chance to make a decent living."

It was a real thrill to hear these men talk and I left feeling that there were enough of them to ensure that Ireland's future is in good hands.

Developing a lively Irish capital market

IN ACCORDANCE with accepted principles of social ethics, on which all sound economic principles are based, and as laid down in our national Constitution, it is the duty of the State to assist private enterprise to develop and expand. In this way the dignity and freedom of the individual can best be protected.

What has the State done to discharge these obligations ? Commendable enterprise has been shown in initiating many essential industries and services. Such undertakings as the E.S.B., Irish Sugar Company, Cement Ltd., Irish Life Assurance, and so on, involving relatively large capital investment, more or less monopolistic powers implying great potential influence on the common weal, and in which the period of growth between establishment and profit-earning would be abnormal, were obvious choices under our particular circumstances. That it was the duty of our Government to initiate such undertakings should not belittle our warm praise for the energy and enterprise displayed in bringing these state concerns to their present development.

An independent commission

One is constrained to ask, however, whether the circumstances which not only justify but compel the State to set up such enterprises necessarily justify the State in continuing to control and dominate them, once firmly established. Surely the time has come when the entire matter could with advantage be examined.

The reaction of some people to this suggestion will be that it is merely a move to take from the State the profitable undertakings leaving them the unprofitable ones. Such a reaction implies that the suggestion is destructive in its approach, whereas, in fact, it is intended as a constructive proposal. To put it into effect an independent commission would have to be appointed.

That it is high time such a move were made is incontestable, especially when one considers statements such as that contained in the I.B.E.C. report, pp. 24/25 : " The fact that Ireland, a country that regards itself as non-socialistic, should adopt a pattern of investment under which the properties of its investment resources channelled through government initiative is almost twice that which was adopted in the United Kingdom under its Labour Government has far greater significance than merely the presenting of an interesting paradox. . . . The disparity is clearly chargeable to the fact that an active capital market for domestic issues has never been developed in Ireland."

This is not a socialist state. Our ideology is the very antithesis of socialism. Yet it is true that by whatever road our Governments have travelled, they have arrived at a stage of economic development which depends to such an extent on State companies as superficially to have some of the trappings of socialism. Here there has never been a positive policy of nationalisation of industry (with the exception of C.I.E. for which a special case can be made) as there was by the Labour Government in England, but that situation is of itself dangerous ; for, whereas in England the Labour Party's policy was the subject of public debate (and the main reason for their subsequent defeat), here the present position has been reached expediently, without evident thought as to the general implications or debate on the broad situation and the principles involved.

Static state capital

It is almost certain that a commission such as is proposed would recommend the denationalisation of one or more of the State companies, probably through recognised Stock Exchange channels and possibly with certain preferential rights reserved to employees. Apart from the obvious advantages of such a step in the direction of developing a lively capital market here and as a filip to personal small savings, the benefits to the country can best be illustrated by considering the present State capital investments as a great reservoir of water in a rather parched land from which reservoir there is only a limited number of outlets. So whilst this comparatively large body of water lies static, much of the surrounding countryside lies parched and undernourished for want of the commodity lying stagnant. Further outlets to carry the water to these lands would obviously be advantageous. Conservation of the water there must be, but not so as to deprive essential users. In other words, Government capital investment is essential but it should not be disproportionate and should not tend to limit private enterprise.

Continuing our " Public versus Private " controversy, Dr. J. I. Fitzpatrick proposes that the State should sell out some of its enterprises to private investors. Correspondence (letters — not lectures) on this question are invited.

Good farming sense through science





By taking advantage of the immense help that science can give, farmers are now able to enjoy better farming standards, maintain healthier livestock and have the satisfaction of making a great contribution to the health and agricultural prosperity of the country.

In the struggle to combat disease in livestock I.C.I. veterinary research has discovered, developed and produced many new important animal health remedies for use by farmers and veterinary surgeons all over the world.

ICI

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on catching, consuming and exporting

INDIVIDUALITY IS the greatest curse of modern Ireland. It has smashed many a fine dream, broken many a fine home, and left Ireland so much poorer. The signs are that this truth is now emergent ; the growth of team-spirit and team-work of the past decade is showing that once the Irish sink their craze for individuality, good things happen. Witness Macra na Feirme, the National Farmers' Association and other kindred bodies.

But the Irish fisherman has not learned the lesson : he, of all sections of the community, perhaps is the greatest individualist of the lot. He wouldn't be a fisherman if he weren't. He's paying for it, of course. He's paying for it in smaller earnings and an uncertain future. And he's paying for it by not organising. So is Ireland.

And if there is to be development, then the fishermen must not only come together themselves but they must come together with all — I repeat, all — of the people who have a stake in the industry. They must formulate policy, lay it down, and then work towards it.

Home market

The first effort, I maintain, must be to develop the home market. This means the establishment of a distribution system which will take care of all the fish landed. Good marketing is required. And education. For if we are to expand, education is necessary throughout. It will begin with educating our fishermen (this has already started) ; in the employment of new techniques ; it will continue with the education of the market men in proper presentation.

It will be extended to research, both on sea and on shore, into fishery problems ; it will include a nationwide and sustained education of the housewife in the use and value of fish.

Who will do all of that ? The wholesalers ? The fishermen ? The Government ? *Everyone must.*

MORE IRISH FISH

While "revolutionary improvements" are reported to be taking place in the Donegal fisheries, and herring exports are registering their highest for years, John Healy ends his series on developing Ireland's sea resources : "We'll progress faster if we work together ".

Fishermen, Government, wholesalers, retailers, the rope trade, the petrol firms, the ice companies, the shipbuilders, the net manufacturers, anyone, and all, with a stake in the industry.

It was done in Denmark (though the curse of individuality broke through finally and wrecked the organisation) ; it is being done in Germany. Most European countries now recognise the need and value of propaganda as an essential service.

Propaganda

In France, there is a National Propaganda Committee, financed by levies on the trade and with State support. The radio, books and TV have all been employed. Films on fish and the fish trade have been made ; film strips have been sent to schools. Schools have been established for fishmongers, and customers are not only offered fish but told, by leaflets (and the fishmongers) how to make them more exciting dishes. As well, the fishermen have formed separate committees—the Herring Committee, the Mackerel Committee and so on — to advise the Government on legislation and regulations.

Germany, too, has what the OEEC experts regard as the most efficient propaganda service in this field. It is no accident that—despite the fact that some of its fish arrives on slabs in not the freshest state—it has one of the highest consumption figures in Europe.

In 1949 the German Fish Marketing service was set up by individual associations in the fish trade and supported by the authorities. On the basis of a new Fishery Act it has become possible to demand contributions from the fishery industry in support of propaganda for fish. Under the service, cookery schools are formed on the coast for teaching pupils from inland areas. The students' fares are paid and first-class experts teach them.

Retailers, too, went to school. Through them pamphlets, posters and leaflets are distributed. And with typical (and praiseworthy) German thoroughness the Service inaugurated a medical research wing in 1953 to examine the peculiarities of fish protein on the metabolism system and actual clinical investigations have been made. They have even worried about the problem of people being allergic to fish — and the growth rate of fish-fed children !

One can continue, but is there need ? We ourselves have fitfully admitted the same need here for an " Eat-more-Fish " campaign. It has been dismally handled and cannot have done anything more than aggravate people. Incidentally, the OEEC report "Fish Marketing in Western Europe" from which I have extracted some information, gives plenty of food for second thoughts to those who urge the expansion of the industry's exports. Most countries are far ahead of us, as the matter of propaganda shows, and we have no guarantee that they are going to mark time — they too are developing further and looking for export markets.

Getting intelligently together

The expert will come back and ask a host of questions : what about the twelve-mile limit ? Cannot the Government do as the Icelandic Government did ? (The same expert might be slow to tell you that the Icelandic Government has banned its own fishermen from fishing inside the same 12-mile limit !) They will ask : what about freezing plants and the frozen fish trade ? A big factor. We haven't tackled it fully — and the packaged frozen fish on the market does not, price-wise, make it particularly attractive. Frozen fish is as dear, and sometimes dearer, than the fresh commodity : I have found its price varying. You can't do business that way. At least not for a long period.

If there are some who still think that prosperity and development can be achieved without worrying

about our home market, and using it as a broad and secure base on which to build, let me quote the OEEC report about Iceland :

"The absence of any internal markets of any importance makes the stabilisation of the industry very difficult, if not impossible. It is entirely dependent upon external factors over which the country has little control."

To conclude, it is past time to stop arguing as to who should do what. In the past decade or two we have been treated to piece-meal discussions and one-sided arguments from the various lobbies, one trying to flog his particular credo down the other party's throat. We've had enough of it. It has got us precisely nowhere.

We can carry on, of course. There is no law preventing us from stagnating. But we can develop, too. Farming is developing. Tourism is developing. Industry is proving its worth by getting new markets at home and abroad. The fishing industry can do the same — just as soon as it realises that no one section of it is all-important, or has the monopoly of brains or of the development of the market. Only by getting together, working together, solving problems together, can we progress and bring prosperity to the country.



Italian Fortnight in Dublin

Ireland should reciprocate

by Hugh O'Neill

THE UNIQUE thing about us Irish is that we are not really Irish at all but southern continentals at heart. We are inclined to forget our many ties with Northern Europe — merely acknowledging an affinity towards the people of these countries as fellow Europeans. True, we salute them as hardworking and industrious, but we don't take naturally to their way of life. When your Irishman enters Italy, however, he feels one of the family.

The trouble here is not to discover how alike we are but in trying to find any difference. The Italians are emotional, sentimental and excitable — like the Irish. There are the obvious ties of religion and culture. Above all, there is the attitude to life shared in Europe by all the Mediterraneans — and the Irish. The Irish attitude towards the rest of humanity is such that a "foreigner" in Ireland could only be a little chap from outer space. A country or a language may be foreign to us, but a people never — least of all the Italians.

That is probably why Dubliners were so receptive to the various activities of the Italian Fortnight during May when a little bit of Italy came to Ireland. We had Italian Opera and Concerts, Italian wine tasting and cooking, a festival of Italian films, exhibitions of Italian books and paintings. On the commercial side there were window displays and fashion parades, an exhibition of Italian goods at the Busaras and trade talks between Irish and Italian trade officials.

The key question rising from all these activities, of course, is what impression has been left on Dubliners by the Italian Fortnight? Hitherto Italy was a distant tapestry of sun, wine, Renaissance buildings and culture — and the Dublin Grand Opera Season. Now some details have been worked in. Dubliners now recognise as Italian in style, those spikey shoes, sleek clothes, leather handbags, belts and brooches displayed in shop windows throughout the city during the Fortnight. Certainly, there has been an increased interest in their style in clothes. One of Dublin's main stores reported a thirty per cent. increase in business during the Fortnight.

Another result has been the interest displayed in Italian food by Dublin housewives. Italian cookery demonstrations attracted full houses and over a thousand copies of recipes were distributed. Let us say that standards of taste in food have been at least altered for some Dublin husbands. Then there was the wine tasting when over six hundred Dubliners sampled a hundred and eighteen different varieties of Italian wine.

As a guide to the commercial results, a Fiat car was sold to one out of every five hundred visitors at the Busaras Exhibition — a much higher percentage than normal. Two wine importers were themselves surprised at the interest shown in wines by visitors of the middle income group indicating that a new market is being cultivated in a field hitherto patronised in this country only by the wealthy.

Two comments spring to mind: first, what a pleasure it is to see promotion for cultivated living habits, better taste, a wider range of values. The second is a reminder that Ireland has just as much to offer other countries in our attitude to life, the very high quality of our products, whether it be whiskey, beer, food or tweeds.

Arising from this is the comment that for Ireland the reciprocal aspect of foreign Fortnights in Ireland is most important. Ireland could make a similar impact on Italy, or on France — or Scandinavia for that matter — and an Irish Week in either Rome or Milan is also projected for next year. An Exhibition of Irish goods in either of these cities could well mean a tremendous interest in things Irish and our exports would benefit accordingly. Foreign Fortnights should be welcomed in Ireland for the potential boost to business which they can be.

Most of Ireland's tourists arrive at Dun Laoghaire. In this survey of the Borough, Basil Peterson notes the absence of any tourist organisation, but sees that while growing as a dormitory town to Dublin, the area is also developing industrially.

Developing Dun Laoghaire

EVEN A cursory examination of the economy of the Borough of Dun Laoghaire will bring to light a combination of circumstances probably unique in this country. An administrative unit stretching from Booterstown to Killiney and inland to Mount Merrion it yet possesses no social cohesion ; an area with a growing number of light industries yet the majority of its people seek their employment in Dublin ; a potential tourist resort set right across the main flow of tourists into Ireland yet it has no tourist organisation ; a port with an excellent harbour yet it turns its back on the sea.

This may read as a somewhat castigatory opening but it's not intended as such ; rather it is to draw attention to the contradictions in Dun Laoghaire's economic make-up.

The Borough is a growing urban area of some 50,000 inhabitants. Within it are comprised former independent administrative units such as Blackrock and Dalkey and boundary areas which once formed part of south county Dublin. It is administered from the Town Hall, Dun Laoghaire, by an elected council and a permanent official who is Assistant County Manager and Town Clerk — a title in itself so clumsy as to suggest the need for revision.

Since the war the civic administration of the Borough has had two main problems to deal with; first, the provision of modern housing and other services within the area, and the second the development of the amenities of the Borough, especially those which will prove an attraction for tourists.

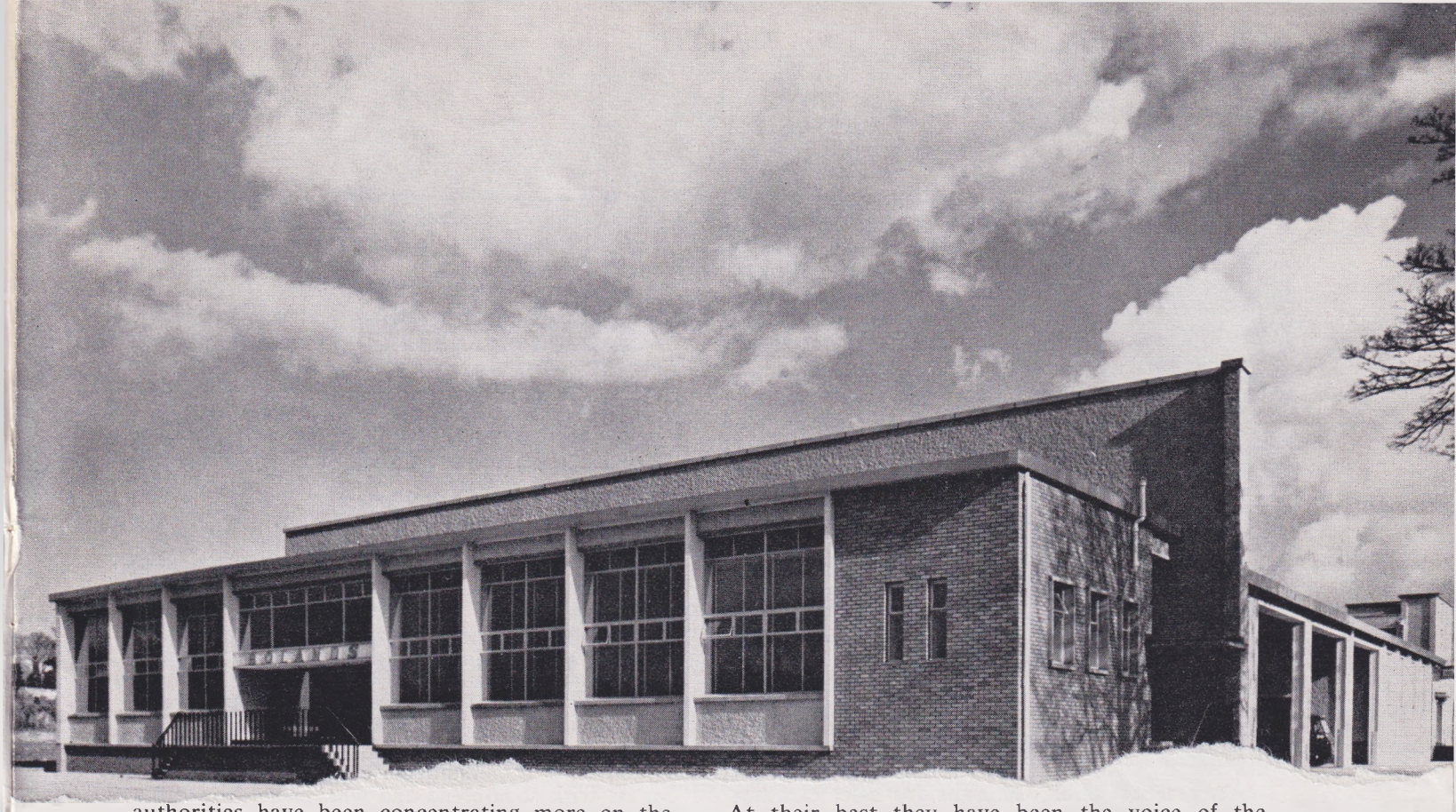
Industrial sites

It may reasonably be said that these problems have been, or are being, fairly successfully dealt with. Housing, in particular, has reached an advanced stage and the Borough is to be congratulated both on the design of their houses and the care taken to preserve and enhance the natural attractions of the sites chosen. The psychological effect upon tenants of living under such conditions, as contrasted with occupying well-built but tasteless houses in drab surroundings, is clearly to be seen. The provision also, adjacent to the new housing areas, of space for factory sites has resulted in the establishment of a number of new industries with consequent employment opportunities for the residents.

With the main if unspectacular task of housing and essential services under control, the Borough



Boat-building is one of the Borough's smaller industries which are now expanding.



authorities have been concentrating more on the development of both natural and artificial amenities. These are concentrated almost entirely on the coastline of the Borough and are based on a plan for continuous development over a number of years which will make the most of all natural features and provide those other amenities, such as swimming pools, which are all the more necessary on a mainly rocky coastline.

The Borough is therefore doing its official best to move with the times, but it cannot be said that its people, as a social group, are doing so too. As already remarked, there is no social cohesion—no real awareness of Dun Laoghaire as a civic entity. There are two reasons for this state of affairs. One is the fact that Dun Laoghaire is a dormitory town for Dublin, and the second is that many people of the former townships of Blackrock, Dalkey and elsewhere do not want to shed their local identity.

Dublin's dormitory

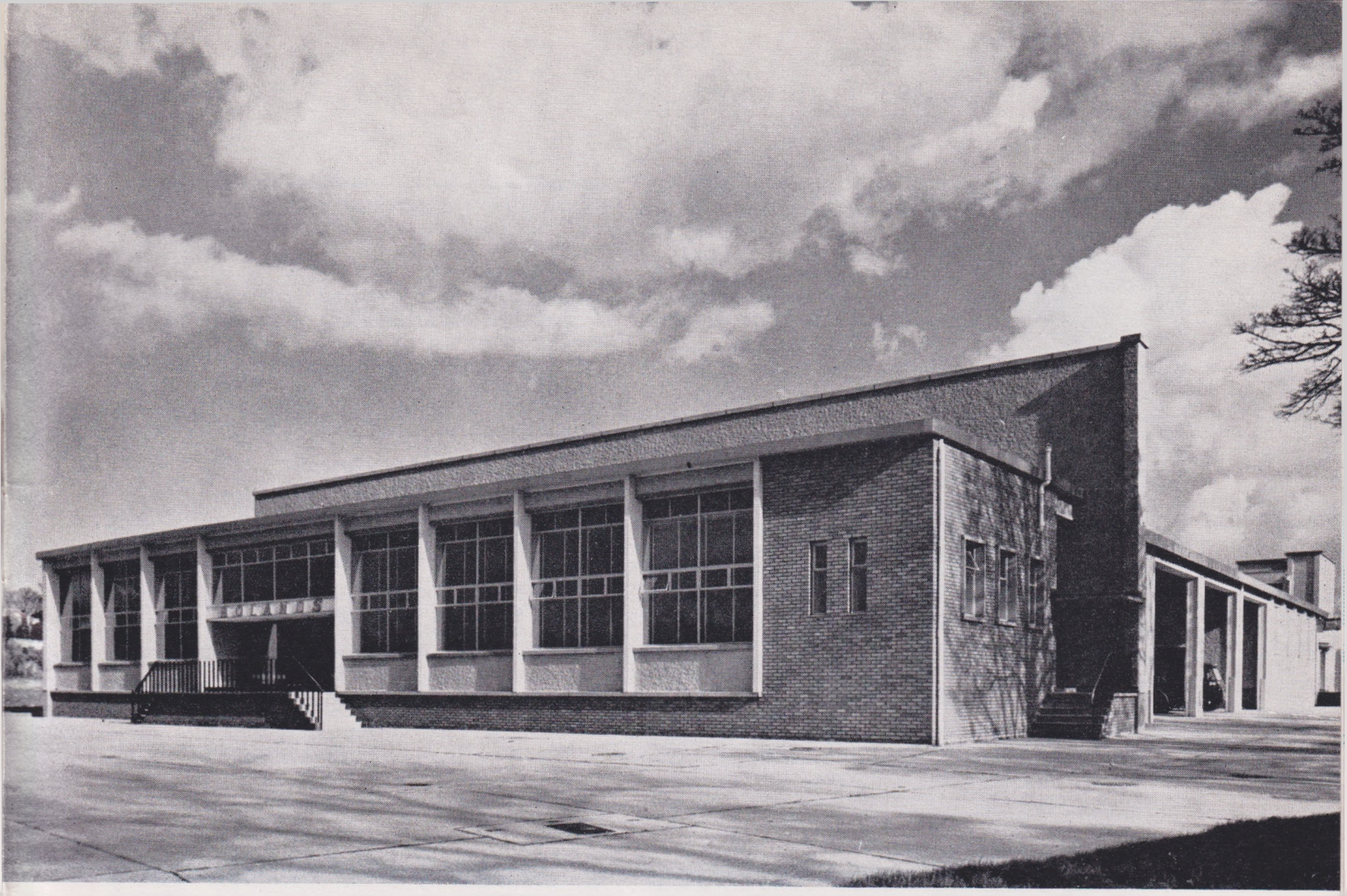
The large number of people in Dun Laoghaire who work in Dublin tend to regard the borough merely as an extension of the city and their reference to it is geographical only. In like manner, the people of the townships have cherished their local identity almost to excess. They have formed local organisations which have done excellent work. At their best they have been the voice of the people in affairs that concerned them, at their worst they have been the reflection of a small-town mind.

A town of some fifty thousand inhabitants is not large by modern standards, and it seems essential that Dun Laoghaire, if it is to develop, must become more conscious of itself. At the moment, as a civic entity, it seems to suffer from a lethargy from which it must free itself if it is to become an active and progressive town and not just an administrative unit.

Work for girls

It has been remarked that Dun Laoghaire, were it not for its industries, would be a depressed area. This may well be true as there are some 1,600 people employed in industry throughout the Borough. Even so, however, this is not a large number when set against the total population but it does provide steady employment, a large payroll, and absorbs those workers who do not go to the city for jobs.

With the exception of a heavy engineering works at Blackrock, industry in the Borough is light and gives employment mainly to women. This imbalance is inevitable in light industry but does serve the social purpose of keeping girls at home who might



Boland's new factory is an outstanding example of modern industrial building.

ing to note that it is now regarded as an excellent sustainer for such activities as yachting, mountain-climbing and "safari."

Murray's Ltd., manufacturers of tobacco and cigars, are comparative newcomers to the Dun Laoghaire scene although of course they are an old company. Besides supplying the Irish market with the products of their very up-to-date factory, they enjoy a fair export business especially in cigars to overseas portions of the French Union. Their most recent and successful effort has been the introduction of Peter Stuyvesant cigarettes to the Irish market for which purpose they installed new equipment and now look forward to export possibilities.

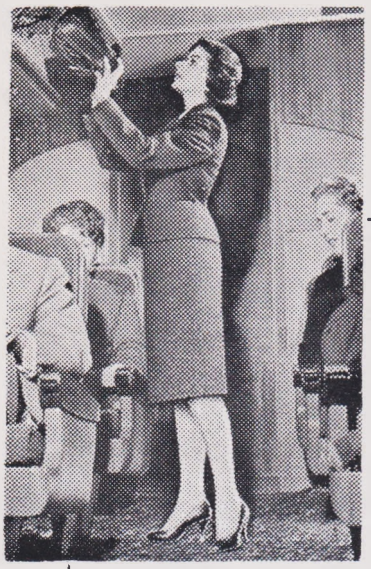
Biscuits and nylons

At Dean's Grange, Bolands Ltd. have the newest and probably the largest factory in the area. Here their biscuits are produced with the aid of machinery which is claimed to be the most modern in Western Europe.

Just three years in production this biscuit factory is the latest development in the expansion of Bolands, who already produce flour and bread in their Dublin premises. Even in this short time the demand for Bolands' products has risen so much that extensions are planned which will double the floor area of the existing factory.

Bolands are steadily developing the home market and, in addition, are active in Northern Ireland. A further development in their export plans is the marketing of their products in the United States and West Germany.

Another of the largest and one of the oldest of the Borough's industries is Bradmola Mills Ltd., of Carysfort Avenue, Blackrock. This is one of



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Locally, however, Bradmola fulfils another and very significant role. It is the largest employer of labour in the Borough ; many of its employees are adult men. This means that its sociological influence in the area is of great importance. The progress and prosperity of the Bradmola Mill affects the well-being of a wide circle of the Borough's population.

Director Reginald H. Fry reports " steady progress ". This would appear, if not an understatement, at least no exaggeration, for Bradmola has been making " steady progress " for 26 years, and is still increasing its output in a field which is extremely competitive. In spite of tariff restrictions, its export trade is being maintained and the general future outlook would appear to be very sound.

No tourist organisation

The continuous development of Dun Laoghaire's tourist amenities has already been mentioned yet the Borough has made little or no effort to create a tourist organisation to attract and cater for tourists' needs. At a time when smaller resorts throughout the country are actively stimulating their tourist trade it is, at first sight, remarkable that what could be the largest resort of all has not yet taken any positive steps in this direction. The tourist trade is now nationally recognised as one of our few major industries; any neglect of it becomes a national as well as a local problem.

Ireland's main tourist entry-point

Similarly, the harbour of Dun Laoghaire, which in summer presents such an attractive sight with its yachts and boats, is by no means made use of as it might be. The two organisations which make regular use of it are both British ; the Commissioners of Irish Lights and British Railways. The former maintain a workshop and depot at the harbour which gives permanent employment to a large number of skilled men ; they also base their vessels there.

British Railways, of course, operate the daily mailboat services from Dun Laoghaire to Holyhead and these services are of the utmost importance to the Borough. By far the majority of tourists enter the country this way.

The peak period problem

When examining the potentialities of Dun Laoghaire as a tourist centre attention must be paid to the limits controlling the mailboat services and to the criticisms, informed or otherwise, which have been directed towards them over recent years. Throughout any one year British Railways transfer almost 500,000 passengers in each direction between Holyhead and Dun Laoghaire. The great majority of these travel during the tourist season and give rise to the introduction of sailing tickets — and to criticism and complaints. Of these million travellers less than one hundred are left behind in any one year due to insufficient accommodation. A further total of some four hundred are left behind for reasons for which they have only themselves to blame.

At the height of the season British Railways can carry a peak load of 10,600 people in either direction and this saturation point has not yet been reached. The provision of a large relief vessel to deal with the congestion at peak periods — and for which there would be no employment throughout most of the year — would certainly ease this problem but would be wholly uneconomic. A true solution to this annual impasse is the active encouragement of holidays and travel away from the peak periods in July and August.

While the transport situation through the port of Dun Laoghaire is not wholly satisfactory it has



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materially improved of late and intelligent anticipation of tourist demands is doing much to solve the peak period crises. It must be appreciated, however, that we need to increase as far as possible the inward tourist flow, and Dun Loaghaire is bound to receive the bulk of this increase. Therefore transport arrangements which may seem adequate now must be viewed in the light of increasing demand in the near future. Attention to this possibility should be the concern not only of the transport authorities involved but of a local tourist organisation.

Apart from providing accommodation for the two services discussed above — and for pleasure yachting — Dun Laoghaire is otherwise a somewhat neglected harbour. There is a potential tourist fishing centre in Dun Laoghaire, making use of the shallow waters of Dublin Bay and this, as well as other water-borne activities, could well be encouraged.

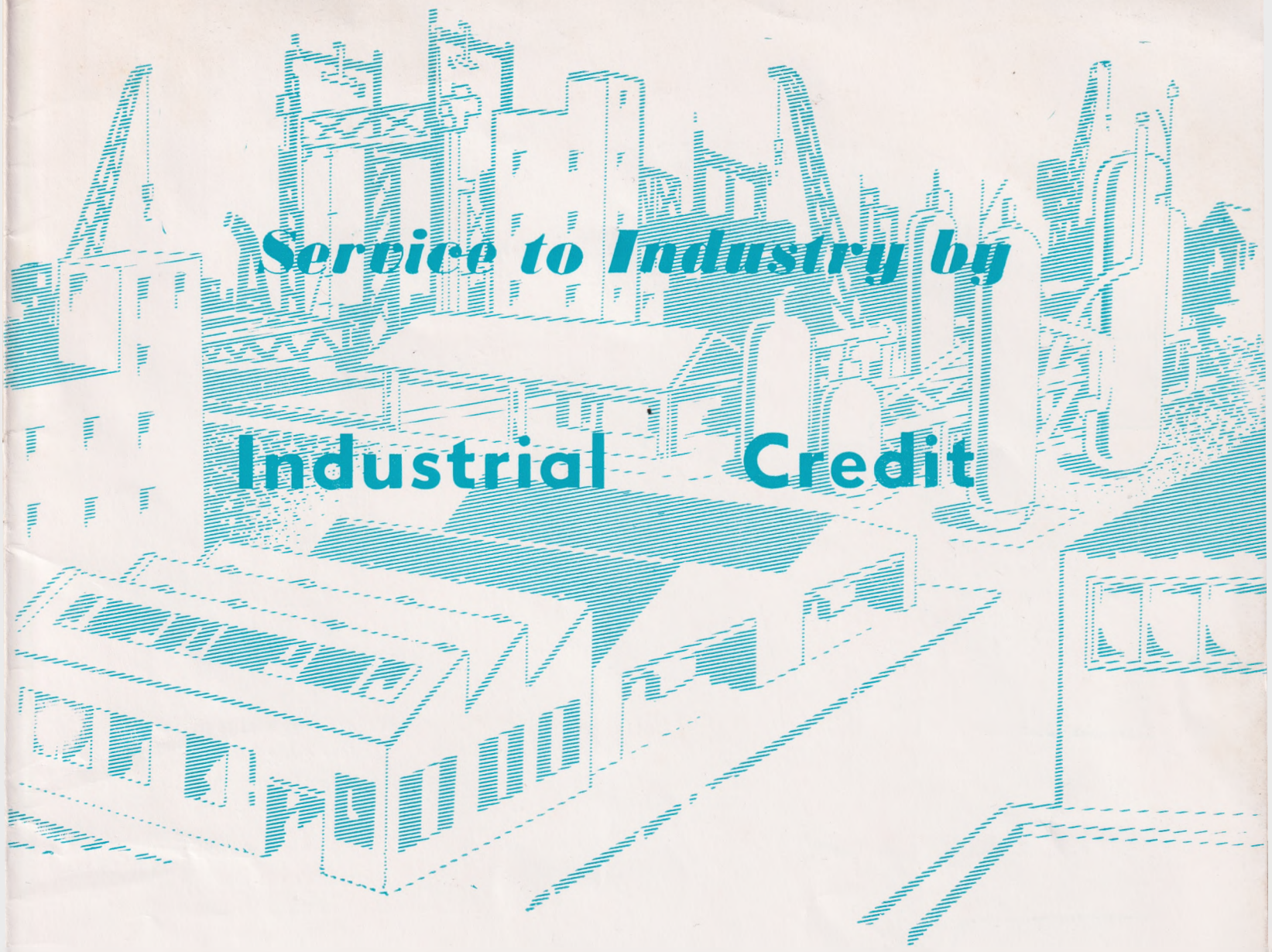
Borough of contradictions

It was remarked at the beginning of this survey that the economy of Dun Laoghaire presented a mass of contradictions. They have been outlined above and it must be the purpose of any positive examination of the situation to suggest some changes or remedies which could be of benefit to the community. The Borough authorities have a relatively excellent record of steady improvement but there is a dangerous gap between the steady progress of the civic authorities and the activities of the citizens either individually or in organised groups. Apathy is prevalent and too many potential civic leaders are inclined to despondency when contemplating the prospects of the Borough.

Waiting for Godot

Such a state of affairs is not unknown elsewhere in Ireland but, under the compulsion of new ideas and younger leaders of public opinion, it is being rapidly broken down. This change is most noticeable at the moment in the tourist trade and in the new approach being taken by many resorts. This could, and must, be reflected in Dun Laoghaire if the Borough is to become a progressive civic entity and not just an administrative unit.

Dun Laoghaire, at the moment, presents a classic example of an Irish attitude now wholly out of date. Everyone is waiting for someone else to do something.



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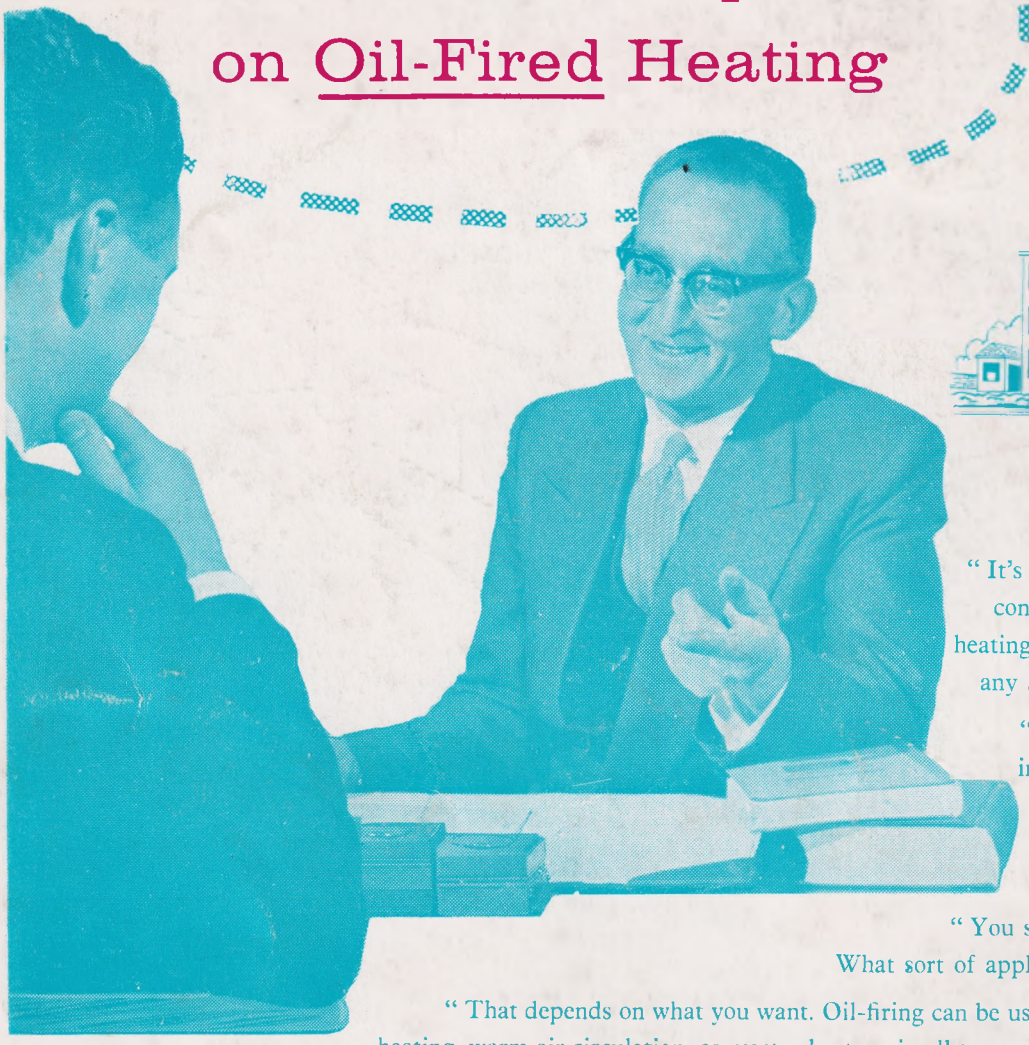
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